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STABILITY, SECURITY, TRANSITION & RECONSTRUCTION OPERATIONS

"Working In the Same Space: International Outreach And Its Implications On Diplomacy, Development, and Defense"

Arlington, VA

28 - 29 September 2009

Agenda

Monday, 28 September, 2009

LUNCH SPEAKER:

- Larry Sampler, Former Principle Deputy, Office of the Coordinator for Reconstruction and Stabilization, Department of State

Tuesday, 29 September, 2009

PANEL: *The Power of Public-Private Partnership*

Panelists:

- John P. Howe, III, M.D., *President and CEO, Project HOPE*

PANEL: *Interagency Coordination: Progress, Resourcing, Challenges and Priorities*

Panelists:

- John Champagne, Acting Director, Bureau for Democracy, Conflict and Humanitarian Assistance, Office of Civilian Response

GUEST SPEAKER BIOGRAPHIES

GEN TONY ZINNI, USMC (RET)

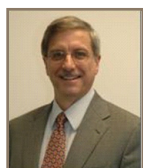
9:00 am - 9:45 am

Zinni's military service has taken him to over 70 countries including deployments to the Mediterranean, the Caribbean, the Western Pacific, Northern Europe and Korea. He was involved in the planning and execution of Operation Proven Force and Operation Patriot Defender in support of the Gulf War and noncombatant evacuation operations in Liberia, Zaire, Sierra Leone, and Eritrea. He has also participated in presidential diplomatic missions to Somalia, Pakistan, and Ethiopia-Eritrea and State Department missions involving the Israeli-Palestinian conflict and conflicts in Indonesia and the Philippines.



AMBASSADOR DAVID LITT (RET)

11:30 am - 12:15 pm



Ambassador Litt served for 34 years as a career U.S. diplomat, specializing in the Middle East and Southwest Asia. In 2005-2006 he was the third-ranking officer at the U.S. Embassy in Baghdad, Iraq, with the title of Political-Military Counselor, providing policy advice to the U.S. Ambassador, and serving as liaison between the Embassy and the Multi-National Forces – Iraq.

AMBASSADOR BILL GARVELINK

3:00 pm - 4:30 pm

Ambassador William J. Garvelink was sworn in as the U.S. Ambassador to the Democratic Republic of the Congo on October 22, 2007. Before joining the Agency for International Development (AID) in 1979, Ambassador Garvelink was a professional staff member of the Subcommittee on International Organizations, Committee on Foreign Affairs, of the U.S. House of Representatives.



MONDAY, SEPTEMBER 28

7:30 am - 8:30 am Registration & Continental Breakfast

8:30 am WELCOME REMARKS

- ▶ Lt Gen Larry Farrell, USAF (Ret), *President & CEO, NDIA*
- ▶ Mr. Walt Sasser, *Vice President, Government Relations, Camber Corporation*

9:00 am KEYNOTE

"Whole of Government Solutions: The American Challenge of the 21st Century"

- ▶ Gen Tony Zinni, USMC (Ret)

9:45 am PANEL

Interagency Coordination: Progress, Resourcing, Challenges and Priorities

Moderator: Lewis Rasmussen, *Conflict Mitigation and Stability Transformation, ARD, Inc.*

Panelists:

- ▶ Mr. Jon Benton, *Deputy Coordinator for Conflict Prevention and Strategic Communications (invited)*
- ▶ Mr. Paul Hulley, *Principal Director, Office of the Deputy Assistant Secretary of Defense for Stability Operations (invited)*
- ▶ Ms. Sharon Cromer, *Assistant Administrator for Democracy, Conflict, and Humanitarian Assistance (Acting), USAID (invited)*
- ▶ Mr. Scott Norwood, *Deputy Director, Global Strategic Partnerships, Strategic Plans and Policy, The Joint Staff*

11:15 am BREAK

11:30 am KEYNOTE

"Academia's Role in Bridging the Cultural Divide"

- ▶ Mr. David Litt, *Executive Director, Center for Stabilization and Economic Reconstruction, Institute for Defense and Business, Chapel Hill, NC*

12:15 pm LUNCH

1:30 pm PANEL

Public Diplomacy and Strategic Communications

Moderator: Jake Jacobowitz, *Former Director of Psychological Operations, Office of the Secretary of Defense*

Panelists:

- ▶ Mr. James Glassman
- ▶ Mr. Peter Kovach
- ▶ Dan Serwer, *Vice President, U.S. Institute of Peace*

3:00 pm PANEL

Continent in Crisis: A Lifetime of Lessons Learned

Moderator: Mr. Olin Saunders, *Camber Corporation*

Panelists:

- ▶ Ambassador William Garvelink, *U.S. Ambassador to the Democratic Republic of Congo; Representative, USAFRICOM*
- ▶ Ambassador John Blaney, *Former Ambassador to Liberia; Senior Policy Advisor to Deloitte*

4:30 pm BREAK

4:45 pm KEYNOTE

- ▶ GEN William "Kip" Ward, USA, *Commander, USAFRICOM*

5:30 pm - 6:30 pm RECEPTION

TUESDAY, SEPTEMBER 29

- 7:30 am - 8:20 am** Registration & Continental Breakfast
- 8:20 am** **ADMINISTRATIVE REMARKS**
► Mr. Sam Campagna, *Director, NDIA*
- 8:30 am** **KEYNOTE**
► Gen Douglas Fraser, USAF, *Commander, USSOUTHCOM*
- 9:15 am** **PANEL**
Crisis Prevention and Recovery Efforts
Moderator: Mr. John Otte
Panelists:
► TBD
- 10:45 am** **BREAK**
- 11:00 am** **PANEL**
Unified Command's Role in Whole of Government Solutions
Moderator: Mr. Lincoln Bloomfield Jr., *Former Assistant Secretary of State for Politico-Military Affairs (invited)*
Panelists:
► VADM Robert Harward, USN, *Deputy Commander, JFCOM*
► TBD, *USSOUTHCOM*
► TBD, *USAFRICOM*
- 12:30 pm** **LUNCH**
► Dr. William Schneider, *Former Chairman, Defense Science Board*
- 1:45 pm** **PANEL**
The Power of Public-Private Partnership
Moderator: Mr. Gary DeKay, *Camber Corporation*
Panelists:
► Ms. Lisa Samson, *Deputy Director for Public-Private Partnerships, USSOUTHCOM*
► Ms. Susan Reichle, *Mission Director, Columbia, USAID*
► TBD, *Project Hope*
- 3:30 pm** **BREAK**
- 3:45 pm** **KEYNOTE**
"United States Special Operations Command: Blending Elements of National Power"
► ADM Eric Olson, USN, *Commander, USSOCOM*
- 4:30 pm** Closing Remarks

GUEST SPEAKER BIOGRAPHIES

DR. RICHARD SOLOMON*

8:30 am - 9:15 am (invited)

Richard Solomon has been president of the United States Institute of Peace since 1993. Prior to this assignment, he was assistant secretary of state for East Asian and Pacific affairs from 1989 to 1992. He negotiated the Cambodia peace treaty, the first United Nations "Permanent Five" peacemaking agreement; and had a leading role in the dialogue on nuclear issues between the United States and South and North Korea. In 1992-93, Solomon served as U.S. ambassador to the Philippines.



DR. WILLIAM SCHNEIDER

12:30 pm - 1:45 pm



Dr. Schneider's responsibilities in the Department of State included management of U.S. foreign economic and military assistance abroad, export control policy (including serving as Chairman of the Senior Interagency Group on the Transfer of Strategic Technology), international telecommunications and information policy (including serving as Chairman of the Senior Interagency Group on International Telecommunications and Information Policy) and supervision of U.S. science attaches posted at U.S. embassies abroad.

ADM ERIC OLSON, USN

3:45 pm - 4:30 pm

Olson graduated from the Naval Academy in 1973 and completed SEAL training in 1974. For the next two decades, he served in a variety of military assignments, many of them overseas, until 1994 when he became commander of the Naval Special Warfare Development Group, an American counter-terrorism unit. Olson was promoted again in 1999 when he assumed command of Naval Special Warfare Command in Coronado, California. He assumed his current assignment on 9 July 2007.





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Building the Civilian Response Corps (CRC)





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Civilian Response Corps

Origins

7007

THE WHITE HOUSE
WASHINGTON
December 7, 2005

NATIONAL SECURITY PRESIDENTIAL DIRECTIVE/NSPD-44

MEMORANDUM FOR THE VICE PRESIDENT
THE SECRETARY OF STATE
THE SECRETARY OF THE TREASURY
THE SECRETARY OF DEFENSE
THE ATTORNEY GENERAL
THE SECRETARY OF AGRICULTURE
THE SECRETARY OF COMMERCE
THE SECRETARY OF HEALTH AND HUMAN SERVICES
THE SECRETARY OF TRANSPORTATION
THE SECRETARY OF ENERGY
THE SECRETARY OF HOMELAND SECURITY
CHIEF OF STAFF TO THE PRESIDENT
DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET
DIRECTOR OF NATIONAL INTELLIGENCE
ASSISTANT TO THE PRESIDENT FOR NATIONAL SECURITY
AFFAIRS
ASSISTANT TO THE PRESIDENT AND COUNSEL TO THE
PRESIDENT
ADMINISTRATOR, AGENCY FOR INTERNATIONAL
DEVELOPMENT
CHAIRMAN, JOINT CHIEFS OF STAFF

SUBJECT: Management of Interagency Efforts Concerning
Reconstruction and Stabilization

Introduction

The purpose of this Directive is to promote the security of the United States through improved coordination, planning, and implementation for reconstruction and stabilization assistance for foreign states and regions at risk of, in, or in transition from conflict or civil strife.

Policy

The United States has a significant stake in enhancing the capacity to assist in stabilizing and reconstructing countries or regions, especially those at risk of, in, or in transition from conflict or civil strife, and to help them establish a sustainable path toward peaceful societies, democracies, and

National Security Presidential Directive-44 (NSPD-44)

“The Secretary of State shall coordinate and lead integrated United States Government efforts...

To promote the security of the United States through improved coordination, planning and implementation of stabilization and reconstruction assistance...

Assist foreign states and regions at risk of, in, or in transition from conflict or civil strife.”



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Inter-Agency Coordination



Under unified operating
procedures, plan, coordinate
and conduct stabilization,
reconstruction and conflict
transformation operations
abroad





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State – USAID Partnership



Office of the Coordinator for Reconstruction & Stabilization (S/CRS)

Mission

To lead, coordinate and institutionalize U.S. Government civilian capacity to prevent or prepare for post-conflict situations, and to help stabilize and reconstruct societies in transition from conflict or civil strife.



Office of Civilian Response (OCR)

Mission

Responsible for recruiting, training and deploying mission-ready civilian experts to support stabilization, reconstruction and conflict transformation operations in fragile states



250

ACTIVE COMPONENT (CRC-A)

- Newly-recruited federal direct hires
- Deploy in 5 days for 180 days
- Fully-funded by CSI funding
- Training 3-4 months/year

	Target	Current
USAID	91	23
DOS	72	
DOJ	62	
USDA	8	
HHS	5	
DOC	5	
DHS	3	
Treasury	2	

2000

STANDBY COMPONENT (CRC-S)

- Current federal direct hires who sign up for roster
- Deploy in 30 days for 180 days
- Fully-funded by CSI funding
- Training 2-4 weeks/year

	Target	Current
USAID	744	81
DOS	576	
DOJ	496	
USDA	64	
HHS	40	
DOC	40	
DHS	24	
Treasury	16	

2000

RESERVE COMPONENT (CRC-R)

- US citizens accepted to the roster
- Deploy in 45-90 days for extended periods
- Not yet funded

2-5 Days

30-45 Days

45-90 Days

Days Following Notification



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Civilian Deployment Center

Location

- Northern Virginia, near Dulles Airport

Management

- Established & managed by USAID for processing all interagency CRC members
- Day-to-day oversight provided by veteran-owner contractor

Function

- Storage/distribution of equipment
- Mission-specific pre-deployment training
- Final readiness checks



US Geological Survey



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CRC-A Training Schedule

Week 1-2

USAID CRC and R&S Orientation and
R&S Progressive Case Study

Work Plans Established

Week 3-4

Foundations Course

Week 5-7

SNOE Course

Week 8-10

Planner's Course (Level One)

Week 11-13

USAID Specific Training

Optional Planner's Course (Level Two)

Week 14

Detailed to Regional/Technical Bureau

Bureau
Participation

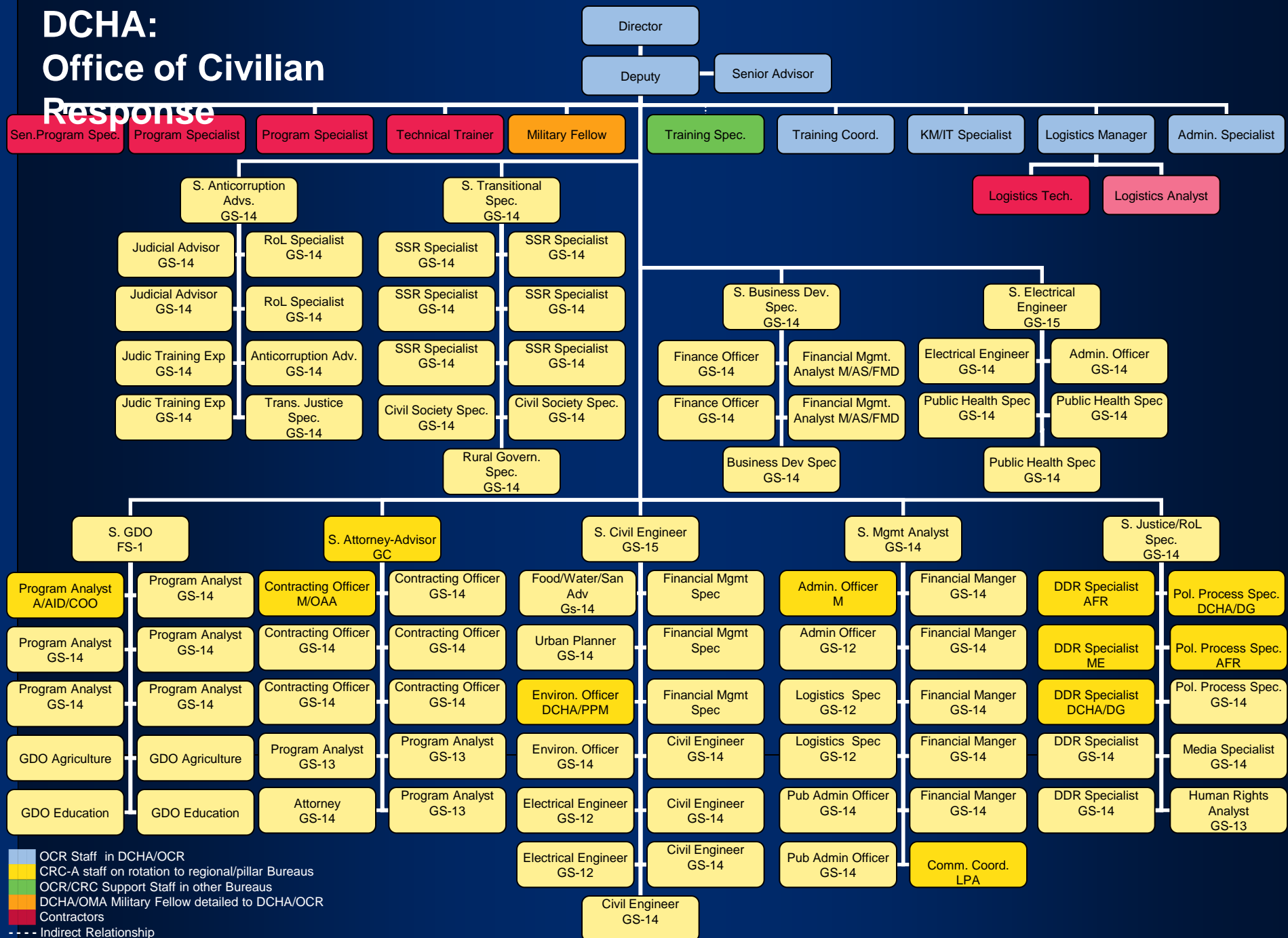
Bi-Monthly Tabletop Exercises

1-3 Day Scenarios:

- Deployment Preparation
- USAID Training Objectives
- IA Training Objectives
- Scenario Training Objectives

DCHA: Office of Civilian

Response





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CRC: The Way Ahead

Organization Phase Underway

Nov 2009

FY 08
41 CRC-A
On Board

Operational Phase June 2009

Feb 2010

FY 09
50 CRC-A
On Board

- Hire Permanent OCR Staff
- Hire 41 CRC-A
- Standup Civilian Deployment Center
- Recruit 186 CRC-S (Current 109)
- Train CRC-A and CRC-S
- Hire additional OCR Staff
- Hire 50 CRC-A
- Expand Civilian Deployment Center as necessary
- Recruit 588 additional CRC-S members
- Continue Training CRC-A and CRC-S
- Facilitate Agency-wide coordination to provide mission support for CRC Deployments



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Questions



Power of Public-Private Partnerships

Presented by

John P. Howe III, MD

President & CEO

Project HOPE



50 Years of Public-Private Partnerships



Make a Difference



Paul Kline



Knock Down Barriers



"There is a warship in Bilwi [Nicaragua], but with medical aid. The ships from the U.S. are coming to help the people, and we have to sincerely express our gratitude." – Nicaraguan President Daniel Ortega.



Deliver Humanitarian Assistance



Powerful Partners, Powerful Solutions



Build Long-Term Relationships



50 Years of Public-Private Partnerships



Stability, Security, Transition & Reconstruction Operations:

*Working in the Same Space: International
Outreach and its Implications on the 3-Ds*

Presented by George P. Burdell


28 September 2009

A stylized, dark teal silhouette of a mountain range is positioned in the bottom right corner of the slide, partially overlapping the date text.

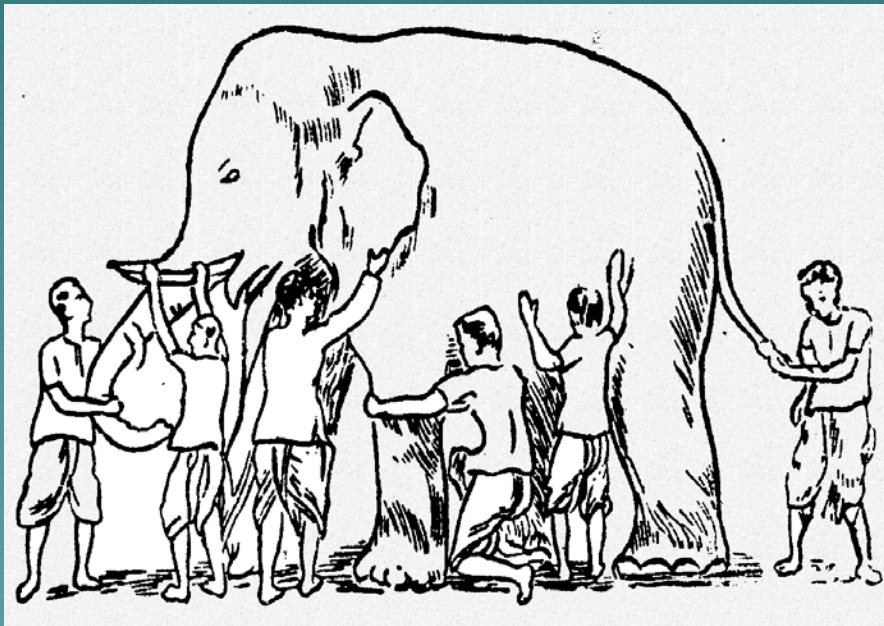
Context & Disclaimers

- ◆ My bona fides in the community
- ◆ My current status with Creative Associates, International
- ◆ The disclaimer: *"The observations, comments, descriptions, slander, and defamations presented here are solely the product of my own experience, capacity for reason, and fertile imagination and should not reflect – favorably or otherwise – upon any person or organization with whom I am or have been associated."*

Outline

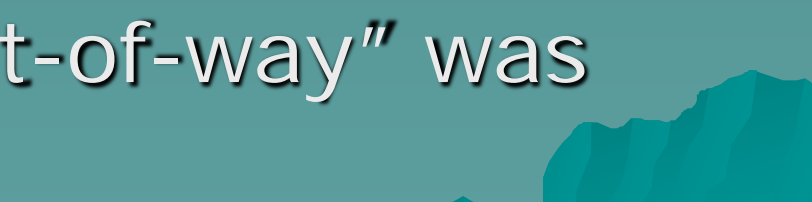
- ◆ Premise 1 – Unity of What?
 - ◆ Premise 2 – Pronouns are Important
 - ◆ “Do You See What I See?”
 - ◆ Premise 3 – Culture Wars
 - ◆ The Unavoidable Problem
 - ◆ The Problem is Simple
 - ◆ “Let’s Not Make This Difficult”
 - ◆ The Great Truth
 - ◆ Afghanistan
- 
- A stylized, layered mountain range graphic in shades of teal and blue, located in the bottom right corner of the slide.

◆ PREMISE 1: "You can't have unity of effort without unity of vision"



- ◆ **Blind men describing an elephant:**
- ◆ Each is correct;
- ◆ But none are completely correct;
- ◆ None can understand what the others describe;
- ◆ All are necessary to get it right!

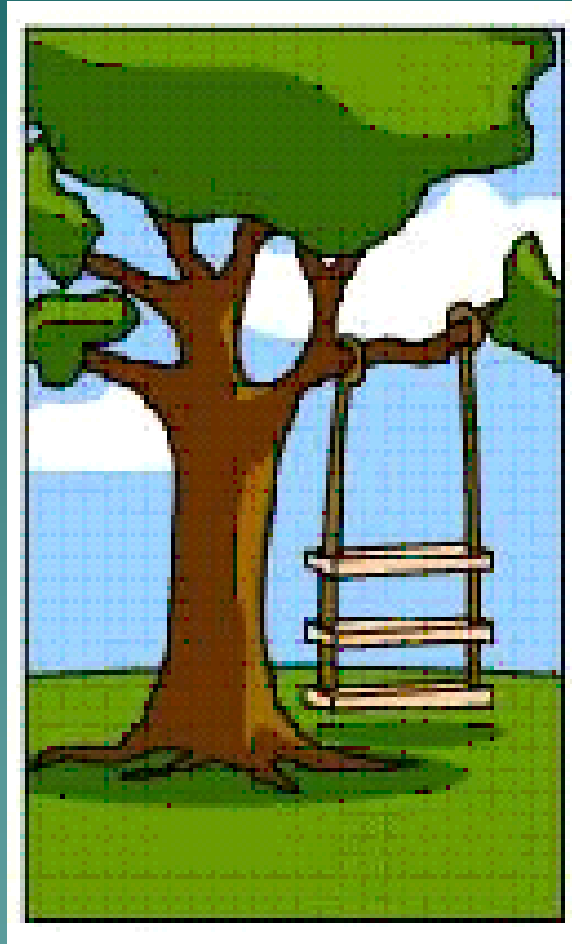
PREMISE 1 (extended): "You can't have unity of effort without unity of vision, and you can't have unity of vision without unity of command."

- ◆ Voluntary unity of vision (as opposed to command-driven) is episodic and unreliable.
 - ◆ Imagine if "pedestrians in a cross-walk have the right-of-way" was optional...
- 
- A stylized, dark teal silhouette of a mountain range is positioned in the bottom right corner of the slide, partially overlapping the text area.

PREMISE 2: "There can be no unity of command because there is no unitary 'we'."

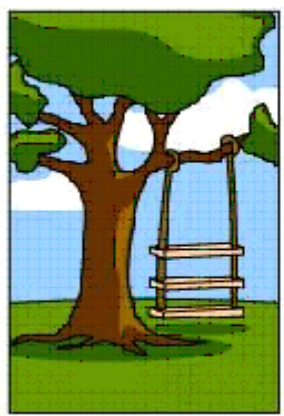
- ◆ "Pronouns are important"
- ◆ There is no "interagency;" no "international community"
- ◆ Business Class lounge analogy
- ◆ "If the planet Mars was named for the God of War, then I'm guessing the planet Uranus was named for the God of Bureaucrats!"

In the Absence of Leadership...

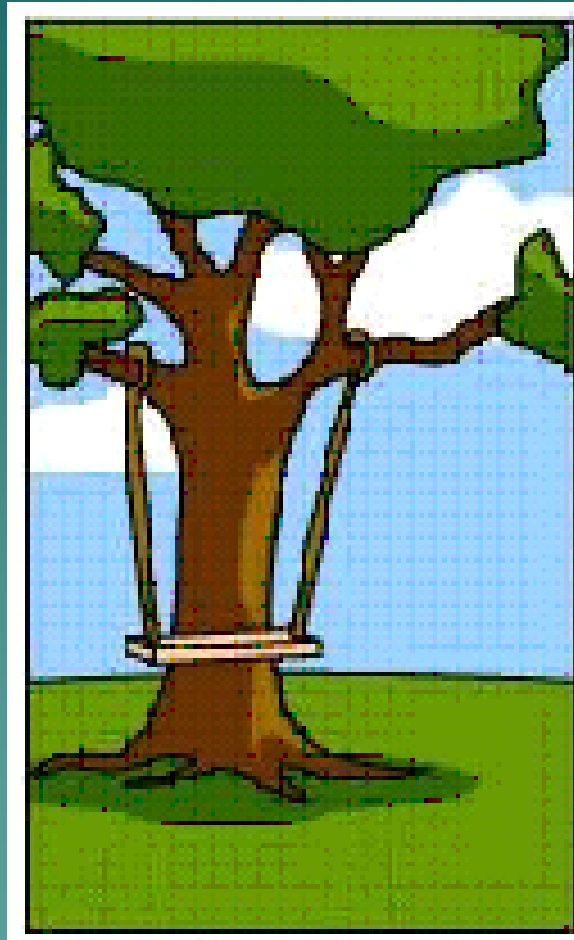


What the U.N. said
they wanted

In the Absence of Leadership...

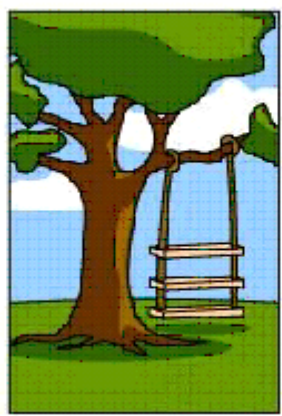


What the U.N. said
they wanted



What the E.U. said
they wanted

In the Absence of Leadership...



What the U.N. said
they wanted

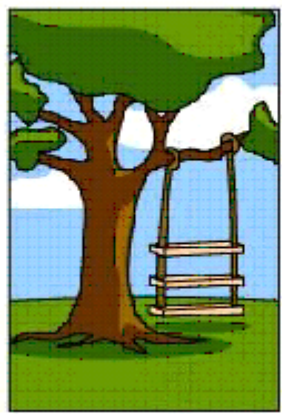


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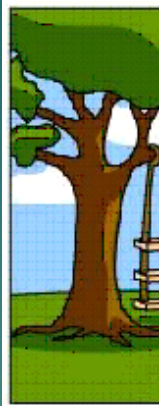


What USAID said
they wanted

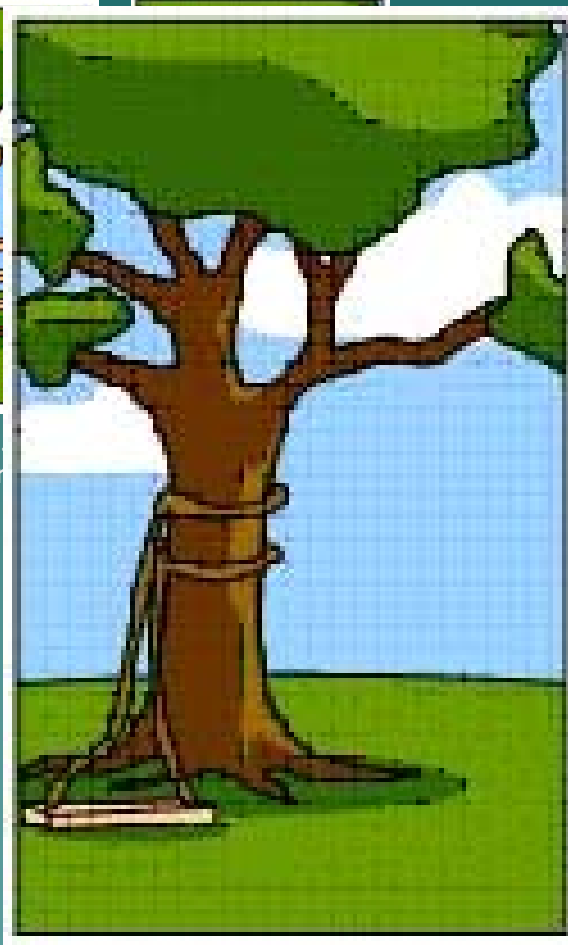
In the Absence of Leadership...



What the U.N. said
they wanted



What the E
they wanted



What DoD said
they wanted

In the Absence of Leadership...



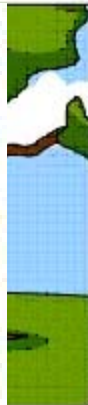
What the U.N. said
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What the E
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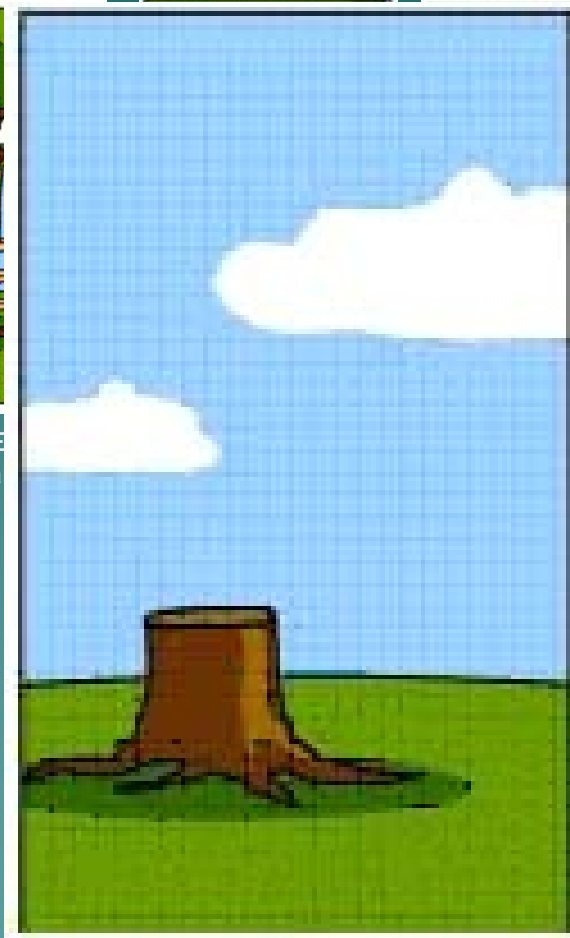
In the Absence of Leadership...



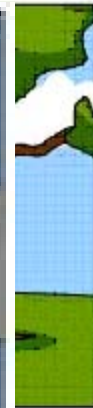
What the U.N. said
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What the E
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What the Press
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What IO products
described

In the Absence of Leadership...



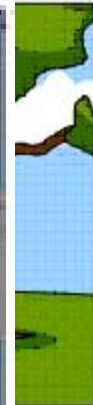
What the U.N. said
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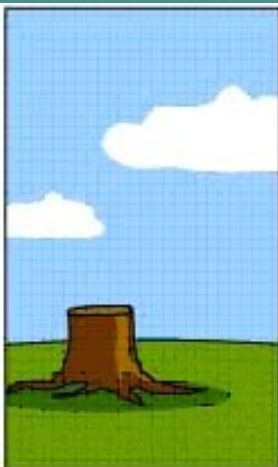
What Congress
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wanted



What IO products
described



What the Press
reported

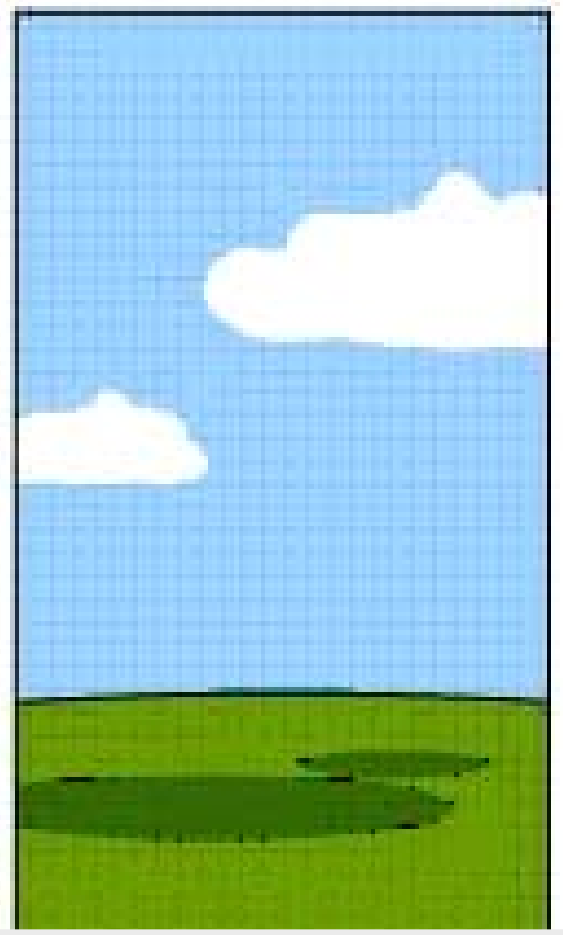
In the Absence of Leadership...



What the U.N. said
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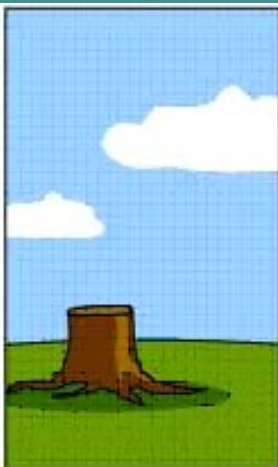
What the E.
they wanted



What the U.N. said
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What IO products
described



What the Press
reported



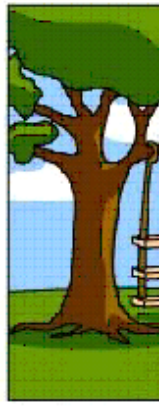
What Cor
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What the NGOs
preferred

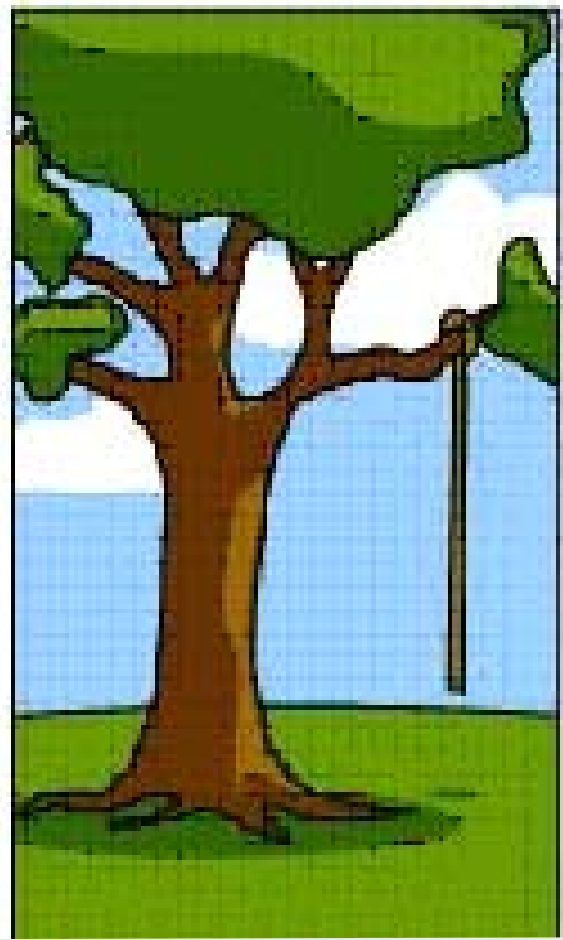
In the Absence of Leadership...



What the U.N. said
they wanted



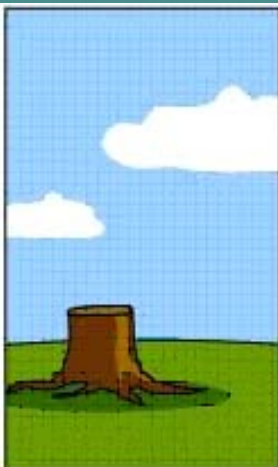
What the E.
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What the U.N. said
they wanted



What IO products
described



What the Press
reported



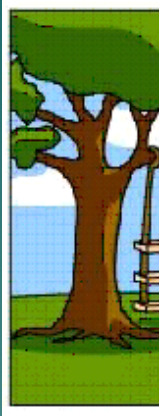
What the
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What the Contractor
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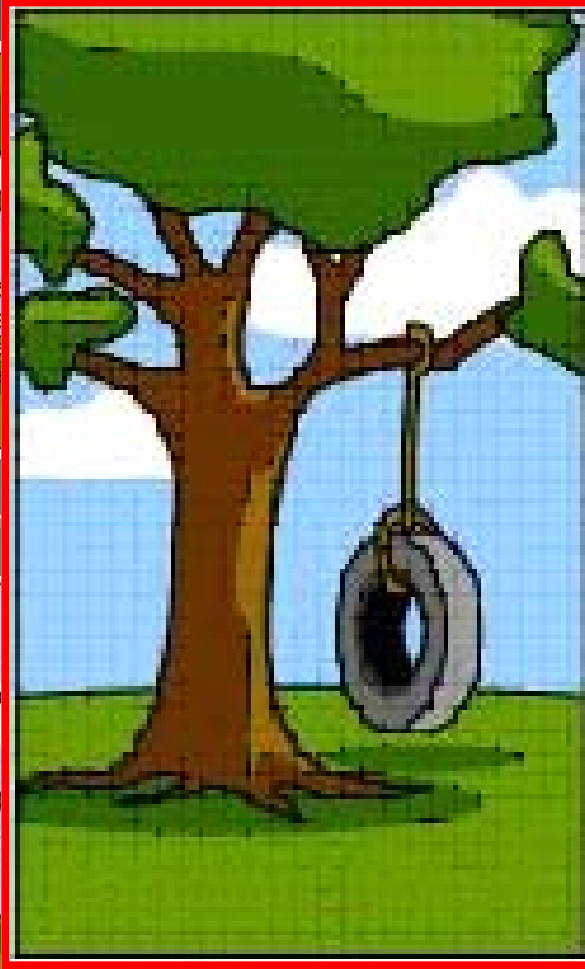
In the Absence of Leadership...



What the U.N. said
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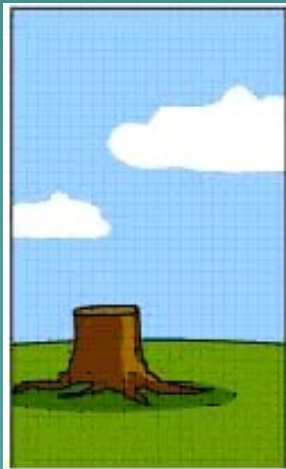
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What IO products
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What the Press
reported



What
thought

**What the Field
had requested!**

In the Absence of Leadership...



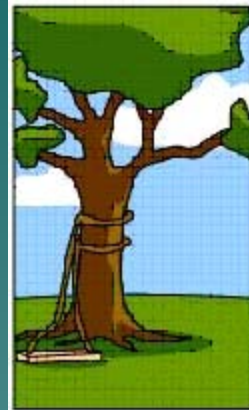
What the U.N. said they wanted



What the E.U. said they wanted



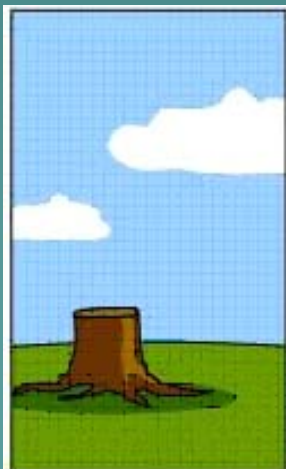
What USAID said they wanted



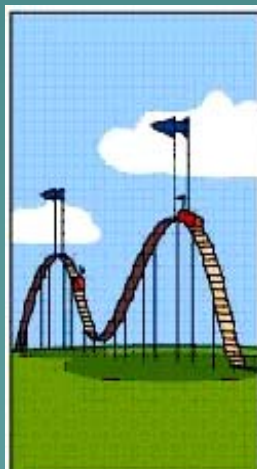
What DoD said they wanted



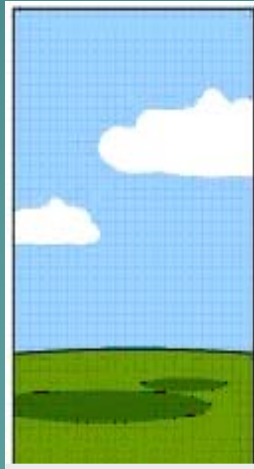
What IO products described



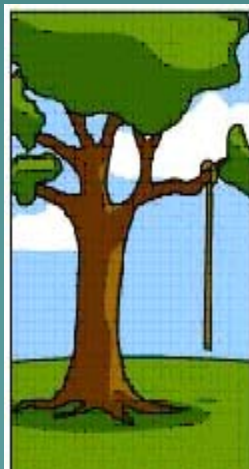
What the Press reported



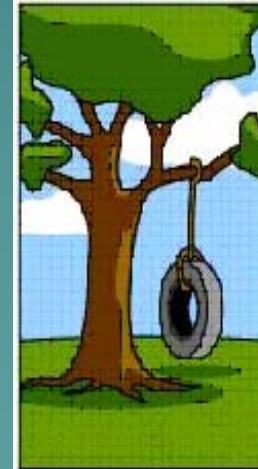
What Congress thought they funded



What the NGOs preferred

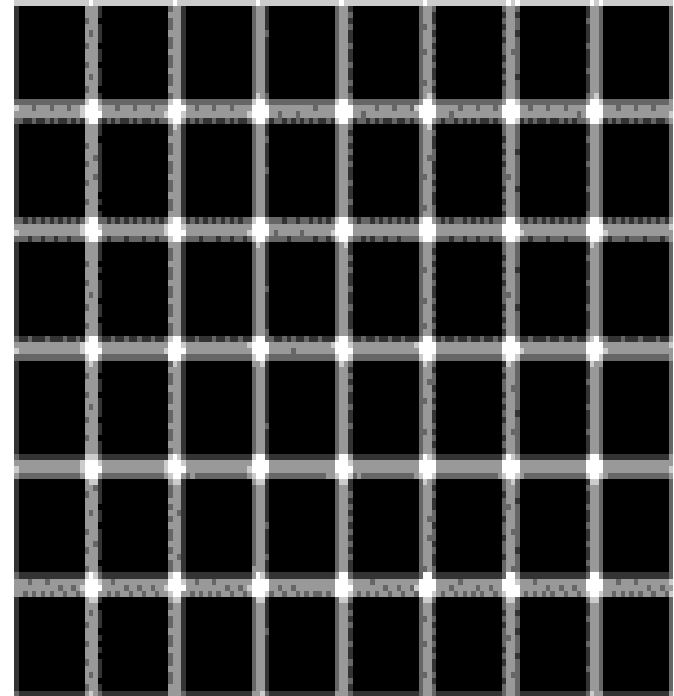


What the Contractor provided



What the field had requested!

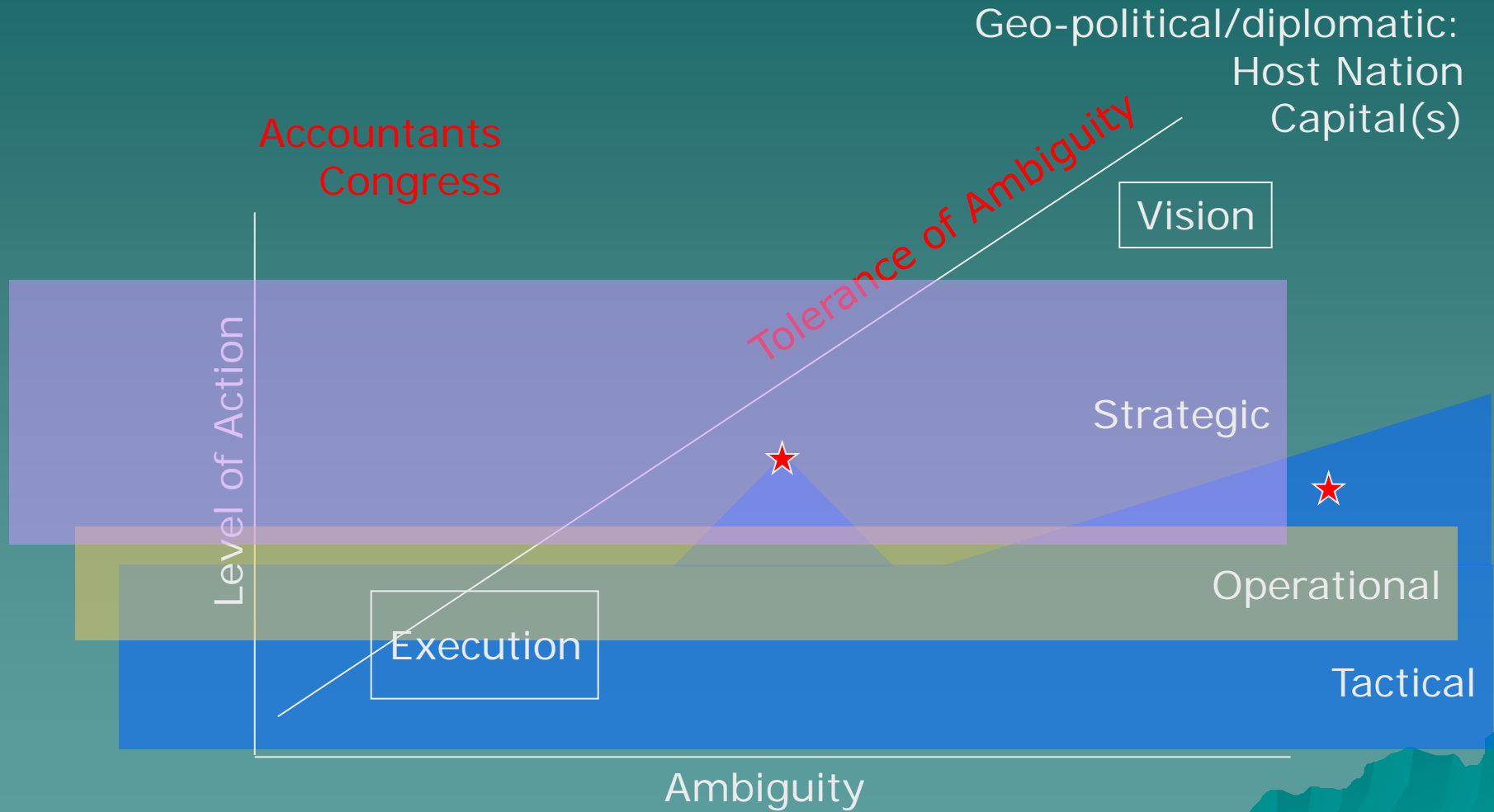
“Do You See What I See?”



Premise 3: We Are Incompatible

- ◆ Legos
- ◆ *"Unibrowed, knuckle-dragging, muscle-headed, Neanderthalic thugs"*
- ◆ Direct lines of authority
- ◆ Command driven decisions
- ◆ Peace enforcement
- ◆ Digital metrics
- ◆ Focused on exit strategy
- ◆ Duplos
- ◆ *"long-haired, dope-smoking, yogurt-slurping, pinko hippies"*
- ◆ Decentralized authority
- ◆ Decisions by consensus
- ◆ Peace building/making
- ◆ Analog metrics
- ◆ Focused on staying

The Unavoidable Problem



The Problem is Simple...

◆ Who

- Are we? Are you? Is causing
- Is in charge?
- Pays for all this mess

◆ What

- Are we to
- Is this

◆ Why

finished here?

COMMON RELEVANT OPERATING PICTURE
COMPREHENSIVE
WHOLE-OF-GOVERNMENT APPROACH

Let's not make this difficult...

"Men who achieve greatness do not work more complexly than the average man, but more simply....

In dealing with complex problems, with the simplicity that is natural to him he goes directly to the point, unaffected by the confusion of details in which another man would have lost himself."

Mayo

The Great Truth



Afghanistan Discussion

